

Wailuku Redevelopment Plan

The Economic Revitalization of Maui County's Civic Center

Prepared by

*Maui County
Planning
Department*

Prepared for

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Agency*

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Executive Summary

Background

This is an exciting time in Wailuku Town's History. Once a thriving commercial, entertainment and civic center, Wailuku has struggled in recent decades to find its role in a landscape of shopping centers, suburbanization and big box retailers.

However, things are looking up for Wailuku Town. An improving economy, new investments, regulatory reform and the renovation of several historical buildings present significant opportunity for the Town's revitalization. Revitalization, guided by this Plan, will help to improve Wailuku's future and the lives of its residents.

Study Approach

This Plan is built on the work of Wailuku's citizens. The ideas and proposals in this Plan were initially suggested by a broad cross section of Wailuku's residents, merchants, professionals and government leaders. The proposals were then presented to the broader community which participated in the Plan's refinement and improvement.

This Plan draws heavily from many of the ideas espoused in the 1991 effort to update the Vineyard Urban Renewal Plan. In February 1999, the MRA sponsored a community-based visioning workshop to begin the process of establishing the vision, direction and framework for the revitalization of Wailuku Town. Throughout 1999 and early 2000, the MRA conducted workshops, community meetings and public hearings to formulate the recommendations in this Plan.

The MRA, WMSA, and the Maui County Office of Economic Development and Planning Department utilized a diverse array of outreach tools to encourage public participation in the development of this plan. In addition to workshops, focus groups and public meetings, these tools included:

- ◆ Flyers delivered to town merchants;
- ◆ The WMSA Small Town Revitalization Conference;
- ◆ Televised (Akaku) repeats of the WMSA Conference;

- ◆ Direct mailouts to affected landowners;
- ◆ A window exhibit along Market Street;
- ◆ Informational meetings with stakeholders;
- ◆ WMSA special committee reviews;
- ◆ Radio spots/interviews;
- ◆ Newspaper press releases and feature stories; and
- ◆ The Small Town Code stakeholder survey.

Many citizens have invested their time to ensure that the changes and new concepts which this Plan embodies are important to Wailuku Town's future. The Plan seeks to leverage those assets and qualities that make Wailuku unique while introducing needed innovation to adapt to an evolving social, physical and economic climate. This has been the objective in developing, refining and adopting this Plan.

Plan Highlights

This Plan provides specific actions to foster an economic renaissance throughout the Wailuku Redevelopment Area. The Plan emphasizes streetscape beautification, infrastructure and parking upgrades, regulatory reform and targeted tax incentives. Key elements are as follows:

Streetscape Beautification

- ◆ Concrete pavers at intersections
- ◆ Shade trees with irrigation
- ◆ Lighting for pedestrians and vehicles
- ◆ Street furniture (benches, trash receptacles, etc.)

Streamline Regulation

- ◆ Expedited permit approval
- ◆ Commercial mixed use zoning
- ◆ Development and building standards tailored for older commercial areas
- ◆ Expanded parking capacity

Attract Activities and People

- ◆ Street festivals
- ◆ Farmer's market
- ◆ Develop new visitor attractions
- ◆ Establish community police office

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Section 1

Introduction

Redevelopment Plan Purpose

The Wailuku Redevelopment Area Plan (Plan) was developed pursuant to Chapter 53, Hawaii Revised Statutes (HRS), the Urban Renewal Law. The Plan provides the vision, direction, and plan of action for the revitalization of the Wailuku Redevelopment Area. It includes specific strategies and actions that need to be addressed in the short and long term to eliminate slum and blight conditions within Wailuku Town's commercial core.

The Wailuku Redevelopment Area Plan directs the actions of the Maui Redevelopment Agency (MRA), and provides the context within which the MRA can utilize the powers provided it through HRS, Chapter 53, to eliminate slum and blight conditions. These powers include, but are not limited to, the following:

1. Float bonds to finance public improvements;
2. Purchase property;
3. Provide flexible zoning and building requirements; and
4. Develop fast track permit review procedures.

The Plan implements broad policies established in the Maui County General Plan and Wailuku-Kahului Community Plan that call for the economic revitalization of Wailuku Town. In addition, it provides the basis for the review of projects within the area. New construction, renovation and rehabilitation of properties in the Redevelopment Area must be approved by the MRA for conformance with this Plan, as specified in applicable rules or ordinances. The actions of the Maui County Planning Department and other governmental agencies must also conform with this Plan.

Planning Profile

This Plan updates the November 1973 Vineyard Urban Renewal Plan, which became effective on December 6, 1973. The 1973 plan proposed the redevelopment and renewal of Wailuku Town's commercial core. Land within the renewal area was to be acquired; site occupants relocated; structures demolished and removed; and parcels consolidated, replatted and developed. While the 1973 Vineyard Urban Renewal Plan was never implemented, it did establish the regulatory context within which the Maui Redevelopment Agency and the Maui County Planning Department regulated land uses throughout the Renewal Area.

In 1989, the Maui Redevelopment Agency undertook an ambitious project to update the 1973 Vineyard Urban Renewal Plan. This project included the development of a land use inventory for the area, architectural design guidelines and a database of geographic information. The project culminated in the preparation of the Draft 1991 Wailuku Redevelopment Area Plan. This plan has drawn on much of the analysis and information collected from the 1991 planning effort.

Over the last four decades, Wailuku and its environs have also been the subject of numerous regional planning studies. These studies varied in scope and scale, but each described Wailuku's commercial core as being in a state of deterioration and decline. These studies are briefly summarized below:

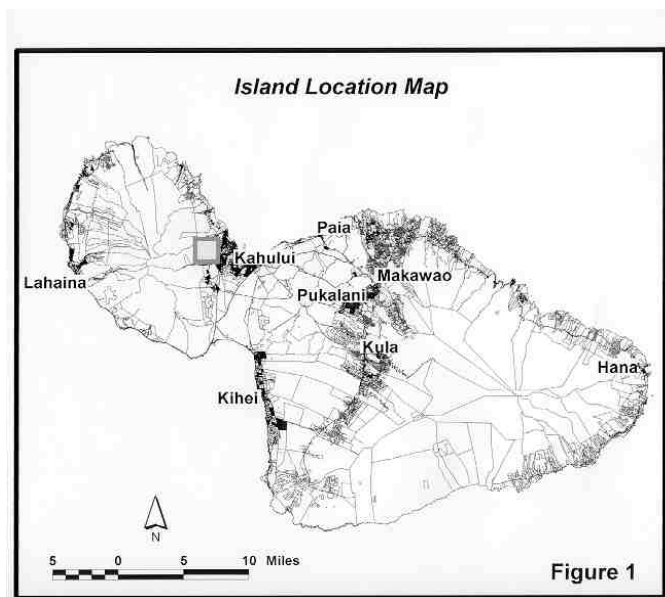
Date	Title	Description and Summary
1962	Urban Planning Wailuku-Kahului	This plan provided a comprehensive and analytical analysis of land use, economic and social trends throughout the Wailuku and Kahului planning area. The plan described Wailuku as "suffering from the exhaustive process of decentralization. Run-down, dilapidated buildings and incompatible land uses have exposed, little by little, the symptoms of chaos in this colorful community." The plan recommended that dilapidated structures be removed, wide boulevards created, and Market Street turned into a pedestrian mall.

Date	Title	Description and Summary
1972	Wailuku-Kahului General Plan	<p>This plan established guidelines for future growth and development throughout Wailuku, Kahului and outlying areas. The plan was developed after an extensive public participation process that included a Citizen Advisory Committee, the Planning Department, the Maui Planning Commission and County Council.</p> <p>The plan states that Wailuku has “suffered for years from inadequate or difficult circulation, parking and deteriorating structures.” The plan recommended that a “special planning area” be created for Wailuku’s commercial core.</p>
1987	Wailuku-Kahului Community Plan	<p>This plan was created as part of Maui County’s first comprehensive county-wide planning effort. The plan provided a set of planning standards and objectives to guide the implementation of General Plan policies.</p> <p>Unlike the previous plans for the area, this plan recommended an emphasis on rehabilitation, rather than removal, of structures throughout the Renewal Area. The plan emphasized urban design and recommended the creation of “enhancement districts” adjacent to the existing Vineyard Urban Renewal Area.</p>
1999	Wailuku-Kahului Community Plan	<p>This plan is part of Maui County’s second comprehensive planning process. The plan provides goals, objectives and policies for the Wailuku-Kahului region.</p> <p>This plan identifies the redevelopment of Wailuku Town as an opportunity for the Wailuku-Kahului Community Plan area. The plan emphasizes the formulation and implementation of flexible land use guidance policies that will enhance the various activity centers and maintain the traditional character of the town.</p>

Description of Plan Area

Wailuku Town is nestled in the shadow of the eastern face of the West Maui Mountains with the 5,788 foot Pu'u Kukui and 3,721 foot Pu'u Kane mountains and the 2,250 foot I'ao Needle providing the Town with a dramatic, verdant backdrop. The I'ao Valley rises slowly behind the Town for several miles to the Olowalu Gap. An abundance of fresh water flows from the Waihe'e, Waiehu, I'ao and Wailuku Streams, providing ample water to the area's fertile alluvial plains.

Wailuku Town is the Civic Center for the Island of Maui. It is also the gateway to I'ao Valley, one of Maui's principal visitor attractions. Wailuku Town is adjacent to the sprawling town of Kahului, which is located five minutes by car to the east and is the island's commercial and industrial center. Kahului is also home to Maui's air and ocean transportation facilities. See figures 1 and 2.



The Wailuku Redevelopment Area is centrally located within the town of Wailuku and contains approximately 68 acres. The area includes the business blocks surrounding the Vineyard - Market Street intersection, and the housing areas west of Church Street to High Street and north of Vineyard Street to I'ao Stream (Figure 3: Area Boundary, Wailuku Redevelopment Area). A map of the area's boundaries is also found in appendix A.

REGIONAL LOCATION MAP

See Section1 Figure2 on Contents page

Figure 2

AREA BOUNDARY, WAILUKU REDEVELOPMENT AREA



Wailuku Redevelopment Area Regional Location Map

See Section 1 Figure 3 on Contents page

Figure 3

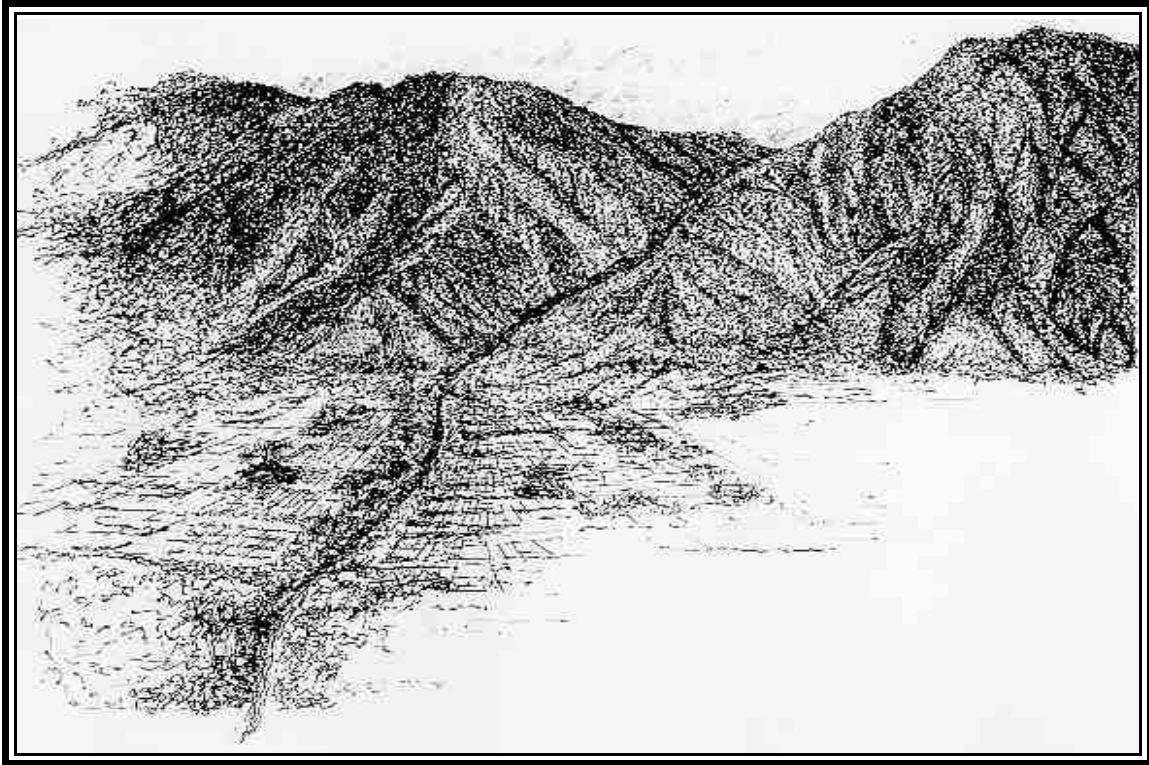


Figure 4. I'ao Valley. Pre-contact land use pattern.

History of Wailuku Town

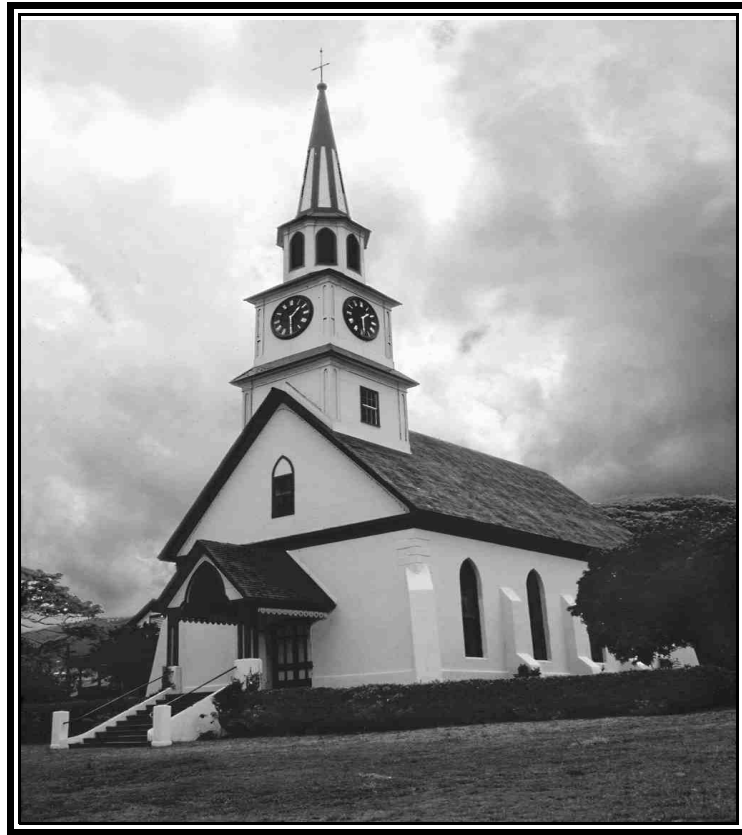
Pre Contact

Wailuku was the home of a thriving settlement in early Hawai'i. An abundance of fresh water and level land, with nutrient rich soils, made the area an ideal site for agricultural crops. An intricate patchwork of terraced loi kalo (taro), uala (sweet potato), ulu (breadfruit), 'uhi (yams) and other crops graced the landscape. This agricultural system supported numerous settlements along the coast, and thatched hale (dwellings) were scattered along the streams, extending back into I'ao Valley.

This early Hawaiian community lived in a subsistence economy based on a communal land tenure system. Parcels of land were divided into small units cultivated by families and larger units used in common. The people were sustained by a tradition of sharing and common use.

The Wailuku area was the residence of Maui's greatest ali'i (chiefs), who gained power from the area's abundant food

Figure 5.
Ka'ahumanu
Church. The
original church
was built in 1876
and was named
for Queen
Ka'ahumanu,
who was
instrumental in
establishing
Christianity in
Hawaii.



production. Heiau (religious temple) were built along the high sand dunes which face the coast from Wailuku to Waihe'e, providing the ali'i with a strategic view of the shoreline, and the Wailuku Plain into I'ao Valley. Three heiau remain: Pihana and Haleki'i at Paukukalo, and Kealakaihonua at Waihe'e.

Wailuku was the home of Kahekili, Maui's most powerful chief. Kahekili ruled Maui from 1736 to 1795, and maintained a court at the entrance to I'ao Valley at what is now the corner of Main and High Streets. I'ao Valley is a sacred site to the Hawaiians, and the location of a great battle which occurred in 1790 when Kamehameha first wrested control of Maui from Kalanikapule and his father Kahekili. The site of the battle is named Kepaniwai, or "stopping the waters," because the bodies of slain warriors obstructed the stream's flow of water. This battle marked a turning point in Hawaiian history, with the first Hawaiian use of cannon in battle and the resultant unification of the Hawaiian Islands under common rule.

Missionary Era

With the arrival of westerners in the early part of the eighteenth century, the face of Wailuku began to change. For 30 years, from the arrival of the first missionaries, Wailuku could be described as a “missionary outpost,” with few foreigners. The landscape was still agrarian, with plots of land farmed by the maka’ainana (commoners). As western traditions and religion took root among the native Hawaiian population, dramatic change in Hawaiian cultural and socio-economic institutions would transform the landscape.

Some of the first foreigners arrived in Wailuku in the early 1820s to take advantage of the area’s excellent farmland. Two Chinese men named Ahung and Atai cultivated sugar and operated a small mill. Reverend Jonathan Green established a mission and school in Wailuku in 1832. At that time, Governor Hoapili required all children over four years in age to be enrolled in school. In 1837, Reverend Green founded the Wailuku Female Seminary, a boarding school for Hawaiian girls.

This school was located on the site of the Royal compound of Kahekili. Today, the Bailey House Museum is located on the site. In 1836, the Reverend Richard Armstrong built a house just below Reverend Green’s mission. This house was later the home of missionaries William and Mary Alexander.

By the mid-1800's, significant change was underway. The Hawaiian population was in the midst of a precipitous decline, while large numbers of immigrants were just beginning to arrive. The native Hawaiian cultural and physical landscape was giving way to a Western and Asian landscape. Taro fields were planted in rice. Heiau were supplanted by churches. And, early Hawaiian footpaths were widened to make way for horse and buggy.

Plantation Era

The missionary Edward Bailey founded the Wailuku Sugar Company in the 1860s. Sugar planting would shape the geographic settlement pattern and development of Wailuku for the next 100 years. Miles of ditches were dug, bringing irrigation water from the West Maui mountains to the sugar

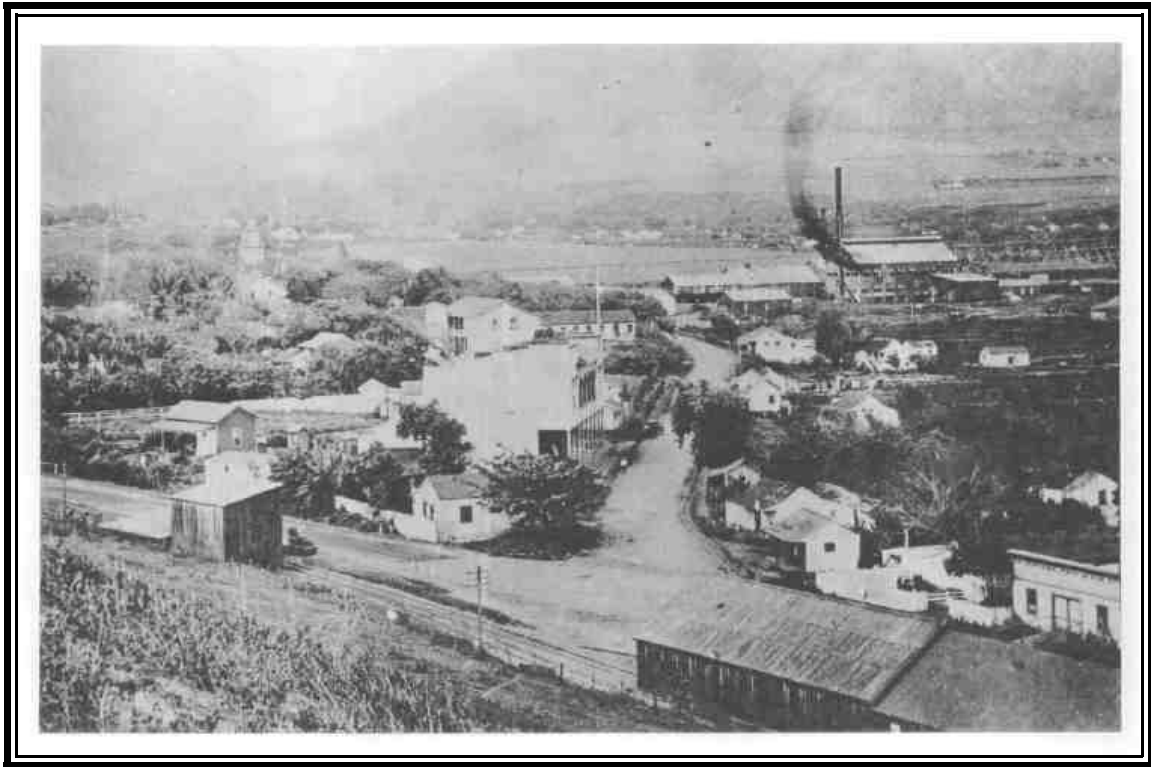


Figure 6. Lower Main Street, looking mauka into Iao Valley. 1910.

cane fields. Large tracts of land that were once planted in loi kalo (taro), uala (sweet potato), ulu (breadfruit), and other crops were cleared for the cultivation of sugar cane.

A sugar mill was built on the corner of Market and Mill Streets, providing an economic base that fueled the growth of the town. To plant and harvest the sugar cane, thousands of workers from China, Japan, Okinawa, Korea, the Philippines and Europe came to work in the fields. To house the field workers, “camps” were built adjacent to the mill. Barber shops, meat and vegetable markets, fish markets, soda shops, banks, hardware stores and other businesses were started to meet the needs of the growing population.

Public facilities were also built in and around Wailuku Town, including: schools, churches, hospitals, a prison and other facilities. The missionaries established the Wailuku Union



Figure 7. Looking towards Happy Valley from Market Street, Wailuku Town. 1918.

Church and the Church of the Good Shepherd in 1866. The Ka`ahumanu Church was built in 1876, on the site of an early Hawaiian heiau. The I`ao Congregational Church was founded as the Wailuku Japanese Christian Church in 1896. The Saint Anthony Catholic Church was founded in 1873, and the Wailuku Hongwanji Mission was established in 1898.

In 1905, the Territorial Legislature adopted Act 39, which established four county governments and designated Wailuku Town as Maui's county seat. By 1920, Wailuku Town had transformed itself from a sleepy plantation village to a bustling commercial and government center. C.W. Dickey, one of Hawaii's most distinguished architects, built several of Wailuku Town's historic structures at this time, including: 1. Wailuku Public School (1904); 2. The Wailuku Public Library (1928); and 3. The Territorial Building (1931). Dickey's work played an important role in shaping what is called "kama'aina architecture," which is characterized by a double pitch hip roof with wide overhanging eaves.



Figure 8. Looking south on Market Street, Wailuku Town. 1975.

Wailuku Town from the turn-of-the-century through the 1940s was a colorful multi-ethnic community characterized by hard plantation work, bon dances, lion dances, majong, community theater, fish markets and lots of children.

Decentralization (1960s-1980s)

By the late 1950s, Wailuku Town was once again in a state of transition. Like many other older downtown commercial areas, Wailuku's commercial core entered a period of structural decline.

Several factors contributed to this decline. Wailuku's sugar industry began to downsize, depressing the economy. As the private automobile became the popular mode of travel for most of the island's residents, Wailuku's residential population began to disperse, particularly to the subdivisions springing up in Kahului. The loss of population reduced Wailuku's attractiveness as a retail center. Throughout the 1950s and 1960s, many of the basic regional shopping needs

previously located downtown moved to other locations, particularly to the shopping malls two miles away in Kahului. These shopping malls were closer to the market. They also benefitted from an agglomeration of retail activity and adequate parking.

Wailuku's loss of its residential and commercial base resulted in disinvestment and high vacancy rates. As the physical and economic infrastructure began to decline, a host of socio-economic ills set in.

By 1967, the Maui Planning Commission had designated the area as "blighted," for the following reasons:

1. Seventy-five percent of the area's structures were substandard;
2. Physical infrastructure (roads, water and wastewater lines, etc.) and municipal services (garbage and fire collection, etc.) were inadequate;
3. The housing stock was deteriorated;
4. There were many poorly configured, landlocked and substandard lots;
5. Land uses were incompatible and mixed; and
6. There was a high ratio of renter occupied housing.

The first plan developed for the area, the 1973 Vineyard Urban Renewal Plan, focused on slum clearance, redevelopment and rehabilitation activities. The principal objective of the plan was to "make this section of Wailuku Central Business District economically viable again, thereby strengthening the entire Central Business District and the city." The plan was never implemented.

Section 2

Wailuku Town Today

Socioeconomic Landscape

Wailuku Town is a “chop suey” of different ethnic groups and a snap shot of modern Hawaii. It is a mix of old and new. A significant blending of religious and cultural traditions is occurring as different ethnic groups (Hawaiian, Caucasian, Japanese, Filipino, Chinese, etc.) form new households. County-wide, roughly 46 percent of Maui’s residents are of mixed ethnicity. As of 1990, 22 percent of Wailuku’s residents spoke a language other than English at home.

The median age of Wailuku’s residents is 36.8 years, which is slightly higher than the County average of 33.4 years. In 1990, 3,344 or more than 32 percent of Wailuku’s residents were 60 years or older.

Wailuku is, for the most part, a working-class community. The Town is the home of professionals, bureaucrats, bricklayers, barbers and teachers. Median household income was \$38,450 in 1990, while per capita income was \$16,200 (1989 dollars). As of 1990, just over 7 percent of children under 18 years of age were living in poverty. Selected social statistics for the area are listed below.

WAILUKU - CENSUS DESIGNATED PLACE (CDP) 1990	
Total resident population	10,620
Percent of population - foreign born	6.5
Percent of population native to the State of Hawaii	80.8
Percent of population that speak language other than English at home	22
Percent of population that do not speak English well	9.9
Median Household Income (1989 Dollars)	38,450
Median Family Income (1989 Dollars)	46,337
Per Capita Income (1989 Dollars)	16,200

Ethnic Makeup of Wailuku's Population					
White	Black	American Indian	Asian/ Pacific Islander	Other	Hispanic
2,369 (22%)	47 (.5%)	44 (.5%)	7,694 (70%)	166 (1%)	660 (6%)

Role in the Region

Wailuku retains much of the small town flavor and ambiance of its past, which makes it a special place for Maui's residents. Wailuku also has a rich cultural diversity, derived from the many different ethnic groups that came to live here. Because the old downtown commercial area which is part of the Redevelopment Area is small and compact, it is easy and convenient for people to get together for both business and social meetings, and there is plenty of opportunity for spontaneous interaction on the street.

Both Wailuku and Kahului have a distinctive history, flavor and identity. However, they are a unified metropolitan unit with integrated transportation, communication and recreation facilities. The economy of each, including land, labor and capital markets, is interdependent.

Government offices and medical facilities are Wailuku Town's principal employment generators. Both serve residents throughout Maui. Ooka's Supermarket, popular with residents throughout Wailuku and Kahului, is located adjacent to Wailuku's commercial center. Small professional offices, specialty retail and ethnic restaurants have also become established within Wailuku's commercial core. Wailuku Town's residential population is growing, as new master-planned multi-family projects are developed along lower Main Street, and single-family projects are developed at Kehalani. See Figure 3.

The structure and growth of the Wailuku-Kahului economy is tied to the vitality of the visitor industry, and to a lesser extent, agriculture. The health of the visitor industry correlates with Maui's amenity value (natural beauty, cultural and historical assets, aloha spirit, etc.) relative to other visitor

EXISTING USE MAP

Antique shops, parking lot, I'ao Theater, auto repair,
ethnic restaurants, residential etc.

See Section 2 Figure 9 on Contents page

Figure 9

destinations. The fortunes of both the tourism and agricultural sectors are determined, to a large extent, by offshore macroeconomic forces.

Existing Land Use Pattern

The existing urban pattern within and around the Wailuku Redevelopment Area consists of a tapestry of traditional buildings with small-scale store-front designs. An eclectic assortment of retail shops (clothing, jewelry, book), professional services (financial, medical, legal) and automobile services make up the commercial core. Three landscaped mini-parks provide temporary open space. A large municipal parking lot is located in the heart of the town.

Several antique shops, restaurants and an occasional single-family residence and boarding house are located along Vineyard and South Market Street. Older single-family residences and medium-size apartment buildings are located along Vineyard Street between North High Street and Church Street. A number of single-family dwellings are located between I'ao Stream and the multi-family units located along Church Street. See Figure 9.

Slum and Blight Conditions

While Wailuku's commercial core retains much of its charm, it continues to suffer from economic and physical blight. Structural surveys conducted by the Planning Department in June 1999 showed that approximately 55 percent of the parcels in the area have structures located on them that are in need of repair or beyond repair. Many of these structures are also too small to satisfy the facility requirements of modern businesses. These businesses continue to locate where their needs can best be met, which has contributed to high commercial vacancies within the Wailuku Redevelopment Area. As of November, 1999, 23 buildings along Vineyard, Market, Central, and Main Streets were unoccupied.

Parcel configuration within the area is also poor, with 57 percent of the lots being small and substandard, large and irregularly shaped, or landlocked. All of the lots within the

area are impacted by substandard infrastructure.

The area is also compromised by a negative business image. Widely publicized crimes have created a perception that the area is unsafe. Poor street lighting and inadequate maintenance of public spaces have also contributed to this perception.

These conditions are serious microeconomic impediments to business creation and investment within the Wailuku Redevelopment Area. Please see Appendix C for a more comprehensive analysis of existing conditions within the Wailuku Redevelopment Area.

New businesses have simply chosen to locate outside of Wailuku rather than incur the following costs associated with doing business within the area:

1. Upgrading old commercial structures to meet current building and fire code requirements;
2. Meeting on-site parking and other zoning code requirements; and
3. Upgrading off-site infrastructure.

To revitalize the area, a coordinated public/private sector initiative is needed. The techniques used to achieve revitalization must be compatible with the vision, goals and objectives for the area. For instance, the slum clearance approach espoused in the 1973 Vineyard Urban Renewal Plan has limited applicability in this plan because Wailuku's residents want to maintain the distinctive charm and intimate character of the area. Restoration and renovation, rather than demolition and redevelopment, are viewed as the better approach to improving the economic vitality of the Wailuku Redevelopment Area.

Section 3

Wailuku Redevelopment Area Plan



Figure 10. Festival day on Market Street. Wailuku Town, Maui, Hawaii.

Preferred Future

This vision sets forth the aspirations of this planning effort. In the future, the vision will be used when the plan is amended or interpreted to ensure that the values it embodies are not lost. The vision should be read as describing Wailuku as we wish it to become in the next 20 years.

Vision of Wailuku Town

The Wailuku of the next century will be a locus of commerce, culture and entertainment in Central Maui. It will be a vibrant, clean and safe place to live, work or visit. Its urban edges will be clearly defined, and be in balance with surrounding conservation, agricultural and rural land uses.

The commercial core will be economically healthy and self-sufficient. It will include office, residential and entertainment functions in addition to retail shops and restaurants. The Town will continue to be Maui County's civic center and a supplier of medical services.

Wailuku's commercial core will have an abundance of life, color and variety that reflect the Town's history and culture. The Town will be alive with local music, hula, arts and crafts. A variety of ethnic cuisine, "bentos" and "pupus" will be available. Seasonal vendors, outdoor exhibits, flower and produce markets, artists and musicians will provide a roster of events that draw local residents and visitors throughout the day and evening. Community festivals and special events will promote the area's traditions. Wailuku will be a comfortable place to "talk story" with friends, neighbors and visitors.

The urban landscape will be woven of many threads into a rich and varied tapestry that is compatible in scale and character. Each street will have its own unique identity. The pedestrian-oriented small town ambience will be maintained, and centralized parking provided. Wailuku Town will remain true to itself.

What you will find in Wailuku is aloha and an emphasis on community values. Wailuku will be a town that lives aloha in a vibrant, fun way. Families, businesses, government, the land and traditions will be bound together in a way that creates a strong sense of community. Wailuku's residents will cherish, protect and share their special place as a legacy for following generations.

PHYSICAL PLANNING ELEMENTS

Objectives:

A. General:

1. Facilitate and expedite the processing of project plans that will forward the vision, guiding principles and objectives of this Plan.
2. Act as a catalyst with community-based organizations to spur business creation and investment that supports the policies and objectives of this Plan.

B. Commercial Core:

1. Focus on infill development with an emphasis on adaptive reuse, development of vacant sites and redevelopment of dilapidated structures.
2. Act as a catalyst with community organizations to provide for and encourage a mix of uses (office, service, specialty boutique, restaurant, entertainment, retail, residential, etc.) to primarily serve Wailuku residents and secondarily attract tourists.
3. Protect small town ambience by prohibiting warehousing, storage yards and land extensive manufacturing facilities that are not ancillary or secondary to a permitted use. Earmark sites with automobile repair facilities for redevelopment.

C. Commercial/Multi-Family Areas:

1. Allow flexible and functional patterns of mixed uses such as retail, office and multi-family housing.
2. Encourage commercial use of street fronts.
3. Protect view planes to I'ao Valley and the ocean.

D. Multi-family Residential Areas:

1. Provide in-town housing that is scaled to the surrounding environment.
2. Protect mauka (mountain) and makai (ocean) view planes.

Section 3

3. Encourage the transition of deteriorated single-family housing into multi-family housing.
 4. Facilitate the development of housing that is affordable to local families earning up to 125 percent of Maui County median family income.
- E. Single-family Residential Areas:
1. Enhance residential opportunities by encouraging additional housing, maintaining existing housing, and improving public spaces and the natural environment.
 2. Retain organic land use pattern by encouraging new developments to maintain the street pattern and historical character of surrounding neighborhoods.

ACTION CHART: LAND USE

#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROJECTS					
LU-1	Develop a police substation within the commercial core of Wailuku Town, and encourage a police presence.	✓			Economic Development (L), Police	WMSA, private non-profits, merchants
LU-2	Develop the Vineyard side of the I'ao theater into an open air park and community gathering place.	✓			Planning (L) Parks and Rec., Finance	WMSA, private non-profits, merchants
LU-3	Redevelop the Municipal Parking Lot with potential opportunities for mixed use development, such as a business hotel, commercial, residential, entertainment, public parking or other uses that will create an activity generator.		✓		County of Maui (L)	WMSA, private non-profits, merchants
	PROGRAMS					
LU-4	Encourage on-going public participation by forwarding project and planning proposals to community organizations, such as the Wailuku Main Street Association (WMSA), and interested individuals for review and comment.	✓			MRA (L)	

ACTION CHART: LAND USE						
#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROGRAMS, CONT.					
LU-5	Create and operate a one-stop permit center.		✓		MRA (L) Planning	
	REGULATORY					
LU-6	Adopt a small town development code which removes regulatory barriers to business creation and investment and provides for the following: ◆ Flexible zoning, building, public works and fire code standards; ◆ Outdoor dining areas, street vendors and entertainment; ◆ Mixed use zoning including but not limited to residential, retail, office, entertainment, specialty restaurants and cafes and other similar uses.	✓			Planning (L) MRA	
<p>Note: The projects, programs and regulations listed are a starting place. As studies are undertaken, some actions will need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.</p> <p>This action chart shall not obligate the MRA or the County of Maui to provide funding to any nongovernmental organization.</p>						

Element 2: Vehicular and Pedestrian Circulation

Guiding Principles:



Figure 14. The parking structure has been set back to allow for retail uses at street level.

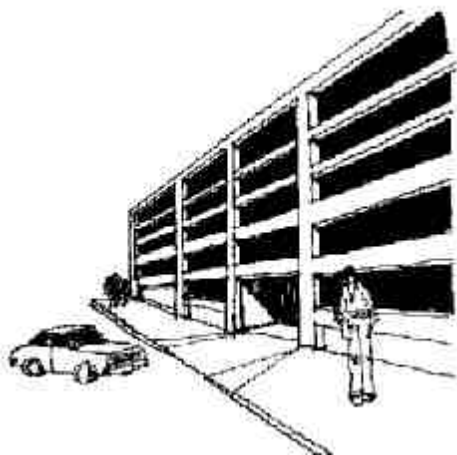


Figure 15. The parking structure creates a “dead space” for pedestrians and is detrimental to any sense of street life.

Provide Accessibility

A clear emphasis on pedestrian use must be established within Wailuku’s commercial core if walking and street activity are to be encouraged. A positive balance between vehicular and pedestrian use of the street must be established. Opportunities for bicycle, bus, jitney and other modes of transit should be encouraged. Priority should be given to short-term, shopper-oriented parking to give support to the retail uses located within the downtown’s core.

Create Functional Linkages

To create market synergy among Wailuku Town’s functions, people must be able to walk between activity centers. Convenient links should be direct, physically attractive, and edged by interesting activity.

Calm Traffic

Since vehicles are an integral part of the street environment, reducing their impact is key to creating a friendly and safe pedestrian experience. Methods should be employed in the design of streets and sidewalks to slow down traffic and to provide safe pedestrian crossings. Slowing traffic increases pedestrian safety and provides vehicle occupants time to casually browse the street scene.

Objectives:

A. Vehicular Circulation

1. Establish a safe and efficient roadway network by discouraging through traffic, minimizing conflicts between parking and traffic movements, signaling intersections and providing left-turn lanes where justified by traffic volumes and safety concerns.

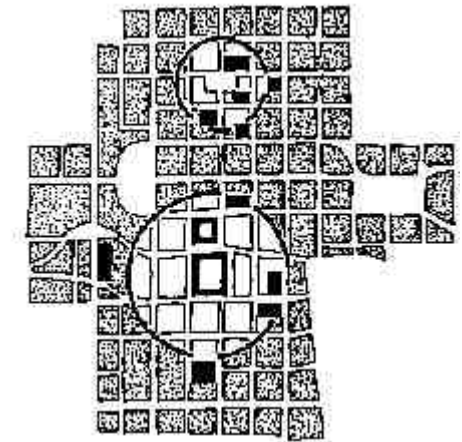


Figure 18. Parking structures should be clustered to facilitate pedestrian activity and stimulate market synergies.

ACTION CHART: VEHICULAR AND PEDESTRIAN CIRCULATION

#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROJECTS					
VPC-1	Acquire an access easement across TMK: 3-4-12 (Maui Sporting Goods) to accommodate ingress from Vineyard Street to the proposed I'ao parking lot.	✓			County of Maui (L)	
VPC-2	Develop the back of the I'ao Theater site for parking.	✓			Planning (L) PWWM, Finance	
VPC-3	Acquire an access easement off of Main Street into the Municipal Parking Lot.	✓			County of Maui (L)	
VPC-4	Improve the crosswalk at the intersection of Main Street and Church Street		✓		DOT (L)	
VPC-5	Make roadway and sidewalk design improvements to calm traffic, such as sidewalk bulb outs; textured paving at crossings and intersections; raised, textured or planted islands; or narrower travel lanes. Refer to Market Street Landscape Design and Beautification Plan.		✓		PWWM (L) Planning	
VPC-6	Develop additional parking at the site of the existing municipal parking lot.		✓		County of Maui (L)	
VPC-7	Update the comprehensive parking study for the Wailuku area.	✓			Planning (L)	WMSA
	PROGRAMS					
VPC-8	Review and provide recommendations on vehicular and pedestrian circulation improvements.	✓			Planning, WMSA, other community organizations	
	REGULATIONS					
VPC-9	Develop a fee structure at the Wailuku Municipal Parking Lot to discourage long-term parking.	✓			MRA (L) Finance, Economic Dev.	
VPC-10	Adopt "shared parking" and "cash in lieu of parking" ordinances.	✓			Planning (L)	
<p>Note: The projects, programs and regulations listed are a starting place. As studies are undertaken, some actions will need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.</p> <p>This action chart shall not obligate the MRA or the County of Maui to provide funding to any nongovernmental organization.</p>						

Element 3: Urban Design and Beautification

Guiding Principles:



Figure 21. THIS
Mixing uses at street level contributes to the vitality of street life. The use of building awnings creates a sense of scale.

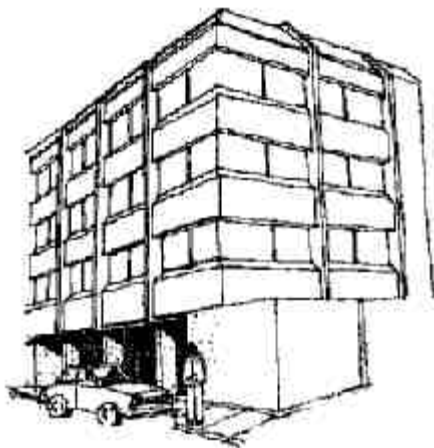


Figure 22. NOT THIS
The street facade lacks visual interest, and detracts from the pedestrian experience. Exposed parking structure creates a hazard for pedestrians. Architectural design detracts from sense of place.

Maintain Historical Charm

The architectural character of Wailuku Town reflects Maui's historic plantation heritage and the evolution of Wailuku into Maui's primary urban area. Interesting architecture from this period will also promote browsing, curiosity and gathering for people on the street and opportunities for historical interpretive programs. Wailuku Town should nurture and build upon its own unique cultural and archaeological sites rather than follow a path of false impressionism.

Provide Public Gathering Places, Points of Interest and Outdoor Activities

Successful downtowns have unique or special buildings, views and special features that attract pedestrians and shoppers. Street vendors and street entertainers add activity and spontaneity to the street. Public gathering places and architecturally interesting places give people a reason to congregate, socialize or shop.

Provide Trees, Greenery and Color

Landscaping can soften a harsh and stark place, provide a sense of scale and contrast, reduce heat, visually narrow the street and indirectly calm the intensity of traffic. Landscaping will also establish a sense of rhythm along streets, screen and buffer intensive uses and provide color and shade.

Objectives

A. Urban Design

1. Build upon historical and cultural assets by renovating buildings with architectural and historical value and requiring new buildings to complement the area's historical character and architectural scale.
2. Maintain the small, compact, pedestrian-oriented character by requiring new building construction and alterations to existing buildings to be compatible in scale and design character with surrounding developments.
3. Create an active and interesting street scene by developing a public plaza or meeting places, utilizing sidewalks, providing public art and encouraging open markets and cafes.
4. Preserve Wailuku's gateway entrances at the Waiale Bridge underpass, the Monkey Pod Trees along High Street, and the bridge linking Happy Valley to Wailuku Town.
5. Assure that new developments respect the area's topography and climate.
6. Protect views to significant built and natural features.

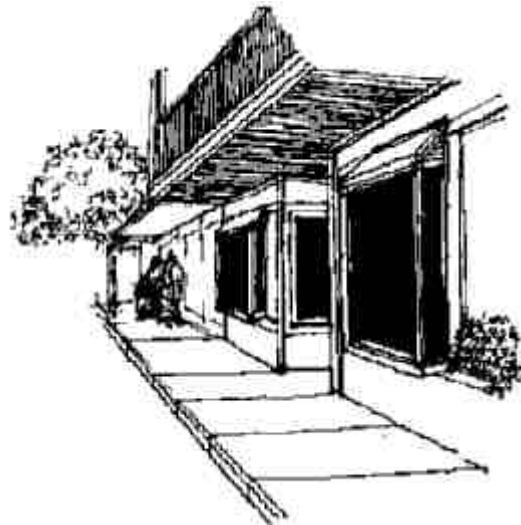


Figure 23. THIS
Street-level activity is encouraged through design and landscaping.

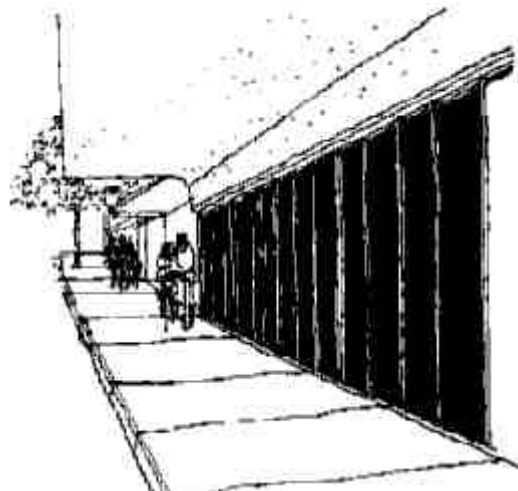


Figure 24. NOT THIS
Blank walls are to be avoided. The reflective glass facade has no value for defining space or imparting a sense of scale.

B. Beautification

1. Beautify streetscapes and other public spaces with period sensitive landscaping, paving, lighting, street furniture and signage. Explore the feasibility of underground utility lines.
2. Landscape off-street parking areas to improve their appearance, provide shade and screen adjacent uses as well as the parking area itself.
3. Keep the area clean and maintained by picking up trash, repairing sidewalks and caring for plantings.



Figure 25. Trees provide shade, a sense of scale and contrasting greenery. Wailuku Market Street Landscape Design and Beautification Plan.

ACTION CHART: URBAN DESIGN AND BEAUTIFICATION

#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROJECTS					
UDB -1	Paint the exterior of the I'ao Theater and tile the entrance.	✓			Finance (L)	
UDB -2	Provide public restrooms in Wailuku Town's commercial core.	✓			Economic Development	
UDB -3	Implement the Market Street Landscape Design and Beautification Plan and expand to surrounding streets.		✓		Planning (L) PWWM	
UDB -4	Underground overhead utility lines.			✓	Maui Electric Hawaiian Tel.	
	PROGRAMS					
UDB -5	Establish a regular program of litter control, cleaning and sidewalk maintenance.	✓			PWWM (L)	WMSA, Comm. Work Day, other partners
UDB -6	Provide design review and recommendations.	✓			Planning, WMSA, interested community organizations	
UDB -7	Review and approve new construction and renovation of existing buildings for consistency with adopted architectural, site development and streetscape design guidelines.	✓			MRA	
	REGULATIONS					
UDB -8	Establish design guidelines and regulate height limits to protect Wailuku's small town character and mauka and makai view corridors.	✓			Planning (L) MRA	
<p>Note: The projects, programs and regulations listed are a starting place. As studies are undertaken, some actions will need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.</p> <p>This action chart shall not obligate the MRA or the County of Maui to provide funding to any nongovernmental organization.</p>						

Element 4: Infrastructure

Guiding Principles:

Infrastructure Concurrency

In setting the framework for the revitalization of Wailuku Town, there needs to be a focus on practices that are environmentally sound, economically vital, and encourage a desirable living environment. A key element is to ensure that the physical infrastructure and public services needed to support existing demand are available and that new infrastructure and services are provided concurrently with new demand.

Objectives:

- A. Provide adequate water capacity to meet current and future demand.
- B. Maintain and upgrade wastewater systems to protect public health and safety and safeguard environmental resources.
- C. Provide adequate drainage capacity to prevent flooding, protect public health and safety and meet future drainage requirements.

ACTION CHART: INFRASTRUCTURE

#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROJECTS					
I-1	Implement wastewater, drainage, and water line improvements as listed in the 1991 infrastructure assessment report.			✓	PWWM (L) Board of Water Supply	
I-2	Realign Holowai Place to provide adequate fire protection and emergency vehicle access.			✓	PWWM (L)	
I-3	Prepare a regional infrastructure assessment and improvement plan for the Wailuku area.	✓			PWWM (L)	WMSA
	REGULATORY					
I-4	Evaluate, and adopt if feasible, a public facilities district or Tax Increment Financing district for the area.		✓		MRA (L) Planning	
<p>Note: The projects, programs and regulations listed are a starting place. As studies are undertaken, some actions will need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.</p> <p>This action chart shall not obligate the MRA or the County of Maui to provide funding to any nongovernmental organization.</p>						

ECONOMIC PLANNING ELEMENTS

Element 1: Market Development

Guiding Principles:

Develop a Positive Image

For the Wailuku Redevelopment Area to be an attractive place for businesses to locate, it must have a positive identity and provide a pleasant setting for people. The regulatory environment must be conducive to investment. The mix of uses must establish the area as an exciting place to be. People must feel safe and secure. And, the physical setting (streets, buildings and open spaces) must make the Town interesting and comfortable.

Attract Activities and People

For Wailuku's commercial core to be successful, it has to be more than just a place to do business. It must provide activities and events that draw people. It must be a cultural and entertainment center as well as a commercial core for Maui's residents and visitors. The streets should be bustling with merchants, artisans, entertainers, religious and cultural parades, festivals, activities and events.

Build from Uniqueness and Historical Character

Wailuku Town has its own natural, unique charm that distinguishes it from other towns in Hawaii and elsewhere. It should maintain, nurture and promote this charm. Uses must complement the area's uniqueness. Building and streetscape designs must support it. Marketing and promotional events should draw from it.

Objectives:

- A. Enhance Wailuku Town's image as a place to live, work and visit by developing and implementing a comprehensive promotion and marketing plan that draws people and activity into the commercial core throughout the day and evening, seven days a week.
- B. Stimulate business creation and investment in Wailuku Town by facilitating development proposals that include uses important to revitalization.

- C. Enhance the local character and charm of Wailuku by recruiting small individual merchants and business operators who will add to the life within the commercial core. Encourage the proper mix of retail stores, restaurants, concessions, cultural and art activities.



Figure 26. Market Street, Wailuku Town. Farmer's markets, local festivals and arts and crafts fairs are encouraged to bring residents and visitors back to Wailuku Town.

ACTION CHART: MARKET DEVELOPMENT

#	PROPOSALS FOR ACTION	TIMING			IMPLEMENTING / COORDINATING AGENCY*,+ (L: Lead)	PRIVATE (Partner)
		NEXT TWO YEARS	TWO TO FIVE YEARS	SIX TO 20 YEARS		
	PROGRAMS					
MD-1	Promotion and event development Organize street festivals, one for each season Start a weekly Swap meet Start a weekly Farmer's market and craft fair	✓			Economic Dev. (L)	Private non-profits, merchants
MD-2	Expand use of I'ao Theater	✓			Economic Dev. (L)	Private non-profits
MD-3	Develop a visitor market development plan Attract cruise ship business Find a site for a visitor information center Develop new visitor attractions	✓			Economic Dev. (L)	MVB, Private Sector
MD-4	Business Recruitment Initiative Evaluate and promote appropriate tenant mix Attract street entertainers and vendors Lure anchor/magnet tenants	✓			Economic Dev. (L) MRA	Private land-owners, Private non-profits
MD-5	Develop a walking, historical tour	✓			Economic Dev. (L)	Private non-profits, merchants
MD-6	Develop Wailuku Town activities and business opportunities website	✓			Economic Dev. (L)	Private non-profits
MD-7	Adopt a Property Tax Abatement Ordinance	✓			Planning (L) Economic Dev. Finance	
<p>Note: The projects, programs and regulations listed are a starting place. As studies are undertaken, some actions will need to be amended, or in some cases, replaced with other proposals found to be better or more feasible.</p> <p>This action chart shall not obligate the MRA or the County of Maui to provide funding to any nongovernmental organization.</p> <p>*Implementing/coordinating agencies may delegate implementation elements as necessary.</p> <p>+Other organization may be involved in similar, independent efforts.</p>						

Section 4

MRA Implementation

Redevelopment Program

The major planning proposals outlined in the previous chapter have been programmed in Table 1 over the ten (10) year period 2000 to 2010. The table lists the proposals, the proposed timing, the estimated implementation costs, the proposed implementing agency and the proposed revenue source(s) for funding. The implementing agencies include not only the MRA, but other public agencies as well. Table 2 summarizes projects that will require funding, by fiscal year.

Table 1. Priority Projects for the Wailuku Redevelopment Area					
	Proposed Timing				
Planning and Project Proposals	Start Date	Finish Date	Estimated Dev. Cost for Projects (In 1999 Dollars)	Proposed Lead Implementing Agency(s)	Proposed Funding Source
Priority Projects: Next 2 Years					
1. Hire an Executive Director	July 2000	On-going	50K	MRA	
2. I'ao Theater Improvements					
I'ao Theater open air park (LU-2)	July 2000	June 2002	141K	Planning	HUD Grant
I'ao Theater parking lot (VPC-2)	July 2000	June 2002	163K	Planning	HUD Grant
Paint the exterior of the I'ao Theater and tile the entrance (UDB-1)	July 2000	Dec. 2000	10K	Finance	HUD Grant
3. Develop a police substation and encourage a police presence (LU-1)	Jan. 2000	Dec. 2000	NA	Economic Devt	Private Grant
4. Adopt small town code (LU-6)	Jan. 2000	Oct. 2000	NA	Planning	NA
5. Provide public restrooms (UDB-2)	July 2000	June 2001	25K	Economic Devt	HUD Grant
6. Prepare regional infrastructure plan (I-3)	July 2000	Aug. 2001	30K	PWWM	HUD Grant

Table 1. Priority Projects for the Wailuku Redevelopment Area, Cont.					
	Proposed Timing				
Planning and Project Proposals	Start Date	Finish Date	Estimated Dev. Cost for Projects (In 1999 Dollars)	Proposed Lead Implementing Agency(s)	Proposed Funding Source
<u>Priority Projects: Next 2 Years, Continued</u>					
7. Expand use of I'ao Theater (MD-2)	Jan. 2000	June 2000	NA	Economic Devt	NA
8. Promotion and event development (MD-1)	Jan. 2000	On- going	NA	Economic Devt	NA
9. Litter, cleaning, maintenance (UDB-5)	Jan. 2000	On- going	NA	PWWM	NA
Total Cost			419K		
<u>Priority Projects: 2-5 Years</u>					
1. Implement the Market Street Beautification Plan and expand to surrounding streets (Happy Valley, North Market, Vineyard, Church St., Central Ave., Main St.) (UDB-3)	July 2002	July 2004	1.8 M	Planning	Federal ISTE CDBG County
2. Redevelop Municipal Parking Lot (LU-3)	July 2002	July 2008	6-10 M	County of Maui	Federal ISTE County/ Private
3. Create and operate a one-stop permit center (LU-5)	Jan. 2002	On- going	NA	MRA	NA
4. Implement infrastructure improvements (I-1)	July 2002	July 2008	5-6 M	PWWM	Federal ISTEA/State/ County
TOTAL			12.8 to 17.8 M		

Table 2. Priority Projects that require funding by fiscal period(s).		
<u>Fiscal Period(s)</u>	<u>Proposed Project Types</u>	<u>Total(\$)</u>
2000 - 2002	1. Hire an Executive Director	50K
	2. I'ao Theater Improvements	
	I'ao Theater open air park (LU-2).	141 K
	I'ao Theater parking lot (VPC-2)	163 K
	Paint the exterior of the I'ao Theater and tile the entrance (UDB-1).	10 K
	3. Provide public restrooms (UDB-2)	25 K
	4. Prepare regional infrastructure plan (I-3)	30 K
Total		419 K
2002 - 2004	1. Implement the Market Street Beautification Plan and expand to surrounding streets (UDB-3)	1.8 M
Total		1.8 M
2002 - 2008	1. Redevelop Municipal Parking Lot (LU-3)	6-10 M
	2. Implement infrastructure improvements (I-1)	5-6 M
Total		11-16 M

Property Rehabilitation Standards

Purpose and Intent

The following property rehabilitation standards provide the minimum requirements for the rehabilitation and conservation of all properties within the Redevelopment Area. They consist of a combination of applicable provisions of County code standards as well as agency development standards, Redevelopment Area Design Guidelines and other requirements to improve properties within the Redevelopment Area.

These standards have been established to implement the vision, guiding principles and objectives set forth herein as well as accomplish certain basic objectives as outlined below. However, they do not relieve property owner(s) or their agents from the responsibility of compliance with other applicable Federal, State and local codes and regulations.

The intent of the Property Rehabilitation standards is to:

- A. Help remove blighting and deteriorating conditions within the Redevelopment Area;
- B. Help insure the attractiveness of the area and to restore buildings to a long-term, sound condition;
- C. Reinforce property values by providing appropriate amenities for family living;
- D. Prevent the spread or recurrence of blight or blighting conditions;
- E. Encourage adaptive reuse of structures; and
- F. Encourage business creation and investment within the area.

All properties at the completion of rehabilitation must be safe and sound in all physical respects and in a desirable and attractive condition.

Code Standards

The Code Standards consist of requirements set forth in all applicable laws, rules, regulations, codes and ordinances and as may be amended from time-to-time. These include:

- A. State of Hawaii, Department of Health, Administrative Rules
 - 1. Chapter 11 of Title 11, Sanitation
- B. The general ordinances of the County of Maui, 1999, as amended, including:
 - 1. Title 16, Buildings and Construction
 - 2. Title 18, Subdivisions
 - 3. Title 19, Zoning
- C. Small Town Development Code, as adopted and amended by the MRA.

If a conflict exists between the Code Standards and either MRA requirements or other requirements of this Plan, the more restrictive of the requirements will apply; except that specific development standards, rules or regulations adopted by the Maui Redevelopment Agency to eliminate slum and blighting influences or to forward the implementation of this Plan shall apply, where a conflict exists, as determined by the Maui Redevelopment Agency.

Agency Requirements

In addition to the Code Standards and the Wailuku Redevelopment Area Design Guidelines Manual, there are MRA requirements which are necessary to improve the appearance and quality of each property. Compliance with these requirements will further efforts to eliminate slum and blighting influences throughout the Wailuku Redevelopment Area. These requirements include:

A. Access

Each property shall have access to a public street that is available at all times.

B. Dilapidated Portions of Structures

Portions of structures that are in disrepair shall be properly repaired or replaced as necessary.

C. Painting

All portions of existing structures and new structures shall be properly painted or otherwise appropriately finished for the purpose of preservation and good appearance wherever necessary.

D. Yards

1. All yard areas shall be maintained in an attractive condition and kept clear of litter and discarded items. Landscaping shall be properly maintained.
2. All fences and walls shall be of approved height, constructed of safe and durable materials and repaired or replaced if dilapidated.

Variation from Standards

Variations to the above requirements and those contained in the Design Guidelines Manual may be permitted when the variation is consistent with the objectives of conservation (the preservation, maintenance, and management of natural or manmade resources) or economic revitalization and when one or more of the following conditions justify the variation:

- A. Site topography makes full compliance impossible or impracticable.
- B. Local practices and customs that are long established in the area assure the continued market acceptance of the variation.

- C. The design and plans for the site will offer improved or compensating features which will provide an equivalent desirability and utility.
- D. The project will further the elimination of slum and blighting influences and forward the vision, principles and objectives of this Plan.

Land Acquisition *Designated Properties*

Properties designated for County acquisition at this time are discussed below.

It is recommended that the County acquire an access easement to accommodate ingress and egress from Main Street into the Wailuku Municipal Parking Lot. Acquisition of an access easement across TMK: 3-4-12:23 (Maui Sporting Goods) is also recommended to accommodate ingress and egress from Vineyard Street to the proposed parking lot behind the I'ao Theater.

Non-designated Properties

In addition to the above described acquisitions, the Agency reserves the right to acquire other property as necessary for the removal of blight and economic development as well as street widening, street extension, rounding of street corners and boundary adjustments required in connection with the construction of required public parking facilities.

Property acquisition may be obtained through eminent domain proceedings. In addition, the Agency is also authorized to purchase the property or to condemn the fee-simple title by regular eminent domain proceedings.

If it is determined that a property owner's continual refusal to comply with the intent and purpose of the Plan or an owner's neglect of a property's use and appearance has created a detrimental effect in the Redevelopment Area, the Agency may proceed with the necessary steps to rectify the condition. These steps may include proceedings to acquire the fee-simple title to the property.

Disposition of Acquired Properties

All acquired properties which are not required for public purposes will be sold through public offer. Preference would be given to purchasers in the following order:

- A. Owners of other lands within the Wailuku Redevelopment Area;
- B. Lessees of lands within the Wailuku Redevelopment Area;
- C. Business tenants and other occupants of lands in the Wailuku Redevelopment Area; and
- D. Any purchaser.

Lower priority applicants shall not be considered until higher priority applicants have been considered.

**Infrastructure
Improvements**

Infrastructure improvements must be implemented to accommodate both the existing and projected development under the infill development strategy. A summary of the necessary improvements follows:

Water System

Except for water lines on Main, Market (Mill Street to Main Street), Wells, High, and Central, the existing distribution systems within the site are inadequate to provide the required domestic and fire flow for their respective land use designations. This is based on the Maui County Department of Water Supply's (DWS) standards for fire flow. Distribution systems within commercial and multi-family zoned districts are required to provide 2,000 gpm of fire flow, while single-family zoned districts must provide 1,000 gpm of fire flow.

To meet this requirement, substandard lines in commercial areas should be replaced with new 12-inch lines and substandard lines in residential areas should be replaced with new 8-inch lines. Fire hydrants on Holowai Place would be spaced at intervals of 350 feet in accordance with DWS requirements for residential areas.

Wastewater System

Being a redevelopment area with an infill development strategy, the emphasis will be primarily on conservation and rehabilitation of existing structures. Therefore, the total daily wastewater generated is not expected to increase significantly over the present volume.

Although current Maui County Sewer Design Standards require sewer lines in the roadway area to be not less than 8 inches in diameter, preliminary calculations indicate that the existing 6-inch lines on Muliwai Drive, Church Street, Market Street, Hinano Street and Maluhia Drive and in the residential areas on the south side of I'ao Stream may have adequate capacity to handle the existing and projected redevelopment flows. The existing 8-inch mains on Vineyard and Main Streets also appear to have capacity to accommodate anticipated flows from the redevelopment project because of their steeper gradient.

Wastewater capacity should be verified, and specific improvements identified, in the Regional Infrastructure Assessment and Improvement Plan called for in this plan.

Drainage System

Presently, runoff from Church and Market Streets south of Vineyard Street flows into the existing drainage system on Main Street. Runoff from Maluhia Drive is recommended to be intercepted by catch basins installed on said street and also directed into this system.

The existing drainage system at the corner of Vineyard and Market Streets should be extended up Vineyard Street to Muliwai Drive. Catch basins installed on Vineyard Street at appropriate intervals will then pick up flows from this street. Runoff from Muliwai Drive and North Church Street can also be directed into this new drainage system for disposal into the I'ao Stream.

A storm drain system would also have to be installed on Holowai Place. Runoff collected by this system could then be conveyed into I'ao Stream at the low point of this road north of the Kahekili Terrace project site.

Pedestrian Infrastructure

Many streets within the Redevelopment Area do not have sidewalks, which has impeded pedestrian circulation. Sidewalks should be provided where it is feasible to do so, and streetscape design improvements such as sidewalk bulbouts, street lighting, shade trees, and textured parking at intersections should be provided to improve the pedestrian experience.

Funding

The County Planning Department is investigating and pursuing the use of County Improvement Project funds to finance the above improvements. Funding from the United States Department of Housing and Urban Development Community Development Block Grant Program may be available to finance a portion of the above actions. State of Hawaii Department of Transportation (DOT) enhancement funding may also be available to finance projects within the Wailuku Redevelopment Area. The MRA should explore the feasibility of utilizing the following funding sources to implement this plan:

IMPLEMENTATION FUNDING

Type of Funding	Description of Funding
Property Tax (General Obligation Bonds)	The tax is based on the value of property owned based on land and improvement value. Projects that benefit a specific geographic area are subsidized by the broader community. This form of financing is attractive in areas with a narrow revenue base, slow growth, and areas that need incentives to spur investment.
Special Assessment District	Geographically isolates the financing of infrastructure that serves new development: those who will benefit from a capital facility are assessed a special payment to finance it. The implementation of a special assessment district usually begins through a proposal by landowners and requires a feasibility study and public hearing. The assessment area must be large enough, and expected growth strong enough, to finance the cost of the project.

IMPLEMENTATION FUNDING

Type of Funding	Description of Funding
Tax Increment Financing	The property tax base in the geographic area of a capital project (infrastructure upgrade, economic development project, etc.) is frozen for general tax purposes. Increased tax revenue from increases in the taxable value of property within the district are set aside for repayment of the project debt. This type of financing depends upon increases in assessed property values and is suitable when substantial growth is anticipated.
Community Development Block Grant (CDBG) Funds	This form of Federal funding is available for eliminating major slums and other areas of blight within the community and preventing the return of blight to the treated areas. Annually, Maui County is given a set limit of funding. Funds are awarded on a competitive basis.
ISTEA Funds	The 1991 Intermodal Surface Transportation Efficiency Act (ISTEA) authorized the Federal Highway Administration to reimburse State and County expenditures for transportation-related improvements. To qualify for ISTEA funds, projects must be listed on the DOT's Statewide Transportation Improvement Program (STIP) after an opportunity for agency and public comments. A small portion of ISTEA funds may be spent for "transportation enhancement activities" (TEA) to help transportation facilities fit harmoniously into the surrounding community. Enhancement projects are required to have a direct relationship to the intermodal transportation system. A 20 percent State/County match is required for ISTEA funding.
USDA Fund/Loans	The U.S. Department of Agriculture (USDA) has various loan and grant programs available for rural development, including infrastructure development, housing projects, and agriculture.
Other Federal Grant Funds	The U.S. Department of Housing and Urban Development has various loan and grant programs for distressed communities. Economic Development Initiative (EDI) funds are awarded annually on a competitive basis.

IMPLEMENTATION FUNDING

Type of Funding	Description of Funding
Private (nonprofits, businesses, developers and citizens) Grants and Donations	Grant monies and in-kind services may be available to fund agency operations as well as specific projects within the Redevelopment Area.

Section 5

Monitoring and Evaluation

Monitoring

WAILUKU REDEVELOPMENT AREA REVITALIZATION MILESTONES

These Revitalization Milestones are intended to measure progress towards revitalizing Wailuku Town over the next ten years. Collectively, the indicators serve as an early warning about positive or negative trends related to the vision, guiding principles and objectives in this Plan.

The MRA shall prepare an annual report that analyzes trends in these indicators over time. The annual report shall identify trends that may pose a threat to the revitalization of the area, such as rising commercial vacancy rates, and recommend specific actions that policy makers and the community should implement to address such trends.

Business Vitality	Indicators
These indicators measure the robustness of the Redevelopment Area's business sector. Business activity and vacancy rates will indicate the attractiveness of the area as a place to do business.	Commercial Vacancy Rates
	Property Tax Base
	New Business Starts
	Number of MRA Project Applications
	Jobs Created
Socioeconomic Opportunity	Indicators
These indicators measure the economic welfare of the Redevelopment Area's residents. Economic prosperity among the area's residents will result in higher demand for area businesses and less social disruption.	Median Family Income
	Unemployment Rate
	Poverty Rate
	Percentage of Area Residents Receiving Public Housing Assistance
Safe and Friendly Community	Indicators
These indicators provide information on public safety within the Redevelopment Area.	Violent Crime Rate per 1,000 Wailuku Redevelopment Area Residents
	Property Crime Rate Per 1,000 Wailuku Redevelopment Area Residents
	Drug Arrests per 1,000 Residents

Evaluation

Project Scorecard

This scorecard provides the Maui Redevelopment Agency (MRA) with an overall picture of a project or proposal's consistency with MRA policies and regulations.

MRA members should use this scorecard to evaluate projects/proposals for compliance with the Wailuku Redevelopment Area Plan, other MRA policies and regulations, and applicable Federal, State, and County laws. MRA members should use adopted design guidelines, rather than this scorecard, when reviewing project-related design issues.

Instructions

STEP 1:

MRA members shall evaluate the project/proposal for its degree of compliance with the criteria listed below by rating the project on the provided scale. Each scale shows values from +3 to -3. The higher and more positive the number, the greater degree of compliance with MRA policies. Each criterion may have several facts to consider, but the member shall determine one rating for all facts. Place a mark on the scale corresponding to the rating. If the criteria are not applicable (NA) for a given project/proposal, mark zero (0). Once a criteria has been rated the scorer shall write a rationale for this rating, which is based on sound planning principles.

STEP 2:

After all criteria have been rated, a line shall be drawn on the scorecard which connects all of the ratings. The scorecard is designed so that any ratings on the left side of the scale are pro-approval, and any ratings on the right side of the scorecard are pro-denial.

STEP 3:

Evaluate the scorecard to determine a project/proposal's compliance with MRA policies and regulations. If the line on the scorecard rests on the right side of the scorecard, the project/proposal may be a good candidate for denial. If the line rests on the left half of the scorecard, the project is a good

candidate for approval. Some lines will show mixed ratings, where some of the criteria are pro-approval and others are pro-denial. When this occurs, the next step is to consider whether conditions can be developed so that the negative scores can be overcome. Pro-denial criteria may be overridden if other criteria strongly favor approval, but the member shall clearly state the rationale for doing so. All Federal, State and County laws shall be complied with for a project to be approved. Each member shall provide a rationale for its decision as it relates to a project/proposal's scorecard results.

Redevelopment Area Project Scorecard

	PRO-APPROVAL			PRO-DENIAL			RATIONALE
I. HRS Chapter 53 - The Urban Renewal Law.	+3	+2	+1	-1	-2	-3	
II. Wailuku Redevelopment Area Plan							
A. Wailuku Town Vision	+3	+2	+1	-1	-2	-3	
B. Guiding Principles							
1. Land Use							
a. Promote Diversity of Use	+3	+2	+1	-1	-2	-3	
b. Emphasize Compactness	+3	+2	+1	-1	-2	-3	
c. Foster Intensity	+3	+2	+1	-1	-2	-3	
d. Ensure Balance	+3	+2	+1	-1	-2	-3	
2. Vehicular and Pedestrian Circulation							
a. Provide Accessibility	+3	+2	+1	-1	-2	-3	
b. Create Functional Linkages	+3	+2	+1	-1	-2	-3	
c. Calm Traffic	+3	+2	+1	-1	-2	-3	
3. Urban Design and Beautification							
a. Maintain Historical Charm	+3	+2	+1	-1	-2	-3	
b. Provide Public Gathering Places and Points of Interest.	+3	+2	+1	-1	-2	-3	
c. Provide Trees, Greenery and Color	+3	+2	+1	-1	-2	-3	

Redevelopment Area Project Scorecard	PRO-APPROVAL			PRO-DENIAL			RATIONALE
4. Infrastructure a. Infrastructure Concurrency 5. Market Development a. Develop a Positive Image b. Attract Activities and People c. Build from Uniqueness C. Applicable Redevelopment Plan Objectives							
	+3	+2	+1	-1	-2	-3	
	+3	+2	+1	-1	-2	-3	
	+3	+2	+1	-1	-2	-3	
	+3	+2	+1	-1	-2	-3	
	+3	+2	+1	-1	-2	-3	
	+3	+2	+1	-1	-2	-3	
III. Wailuku Redevelopment Area Design Guidelines	+3	+2	+1	-1	-2	-3	
IV. Federal and State Laws	+3	+2	+1	-1	-2	-3	
V. Applicable Zoning, Building and Other Ordinances	+3	+2	+1	-1	-2	-3	

Section 6

MRA Powers, Duties and Responsibilities

Legal Basis

MRA implementation responsibilities cover only a portion of the many proposals needed for this Plan. The MRA will be involved in the direct implementation of project proposals. The MRA will also act as a facilitator when other agencies are responsible for implementing specific projects. This section outlines the legal basis for MRA actions within the Wailuku Redevelopment Area.

MRA Structure and Responsibility

The Maui Redevelopment Agency (MRA) is a five (5) member board appointed by the Mayor and approved by the County Council to plan for the revitalization of the Wailuku Redevelopment Area. The MRA advises the Mayor, County Council, Planning Department and other County agencies on matters pertaining to the Wailuku Redevelopment Area, including specific development proposals and restoration projects. The MRA's powers and duties are spelled out in HRS, Section 53-5, the Urban Renewal Law, and include but are not limited to the following:

MRA Authority

The powers authorized to the MRA by State and County laws include the following:

- A. Power to Prepare a Redevelopment Area Plan and Studies

Pursuant to Section 53-5(4), HRS, the MRA has the power to make a Redevelopment Plan for a redevelopment area. In doing so, the MRA may make preliminary surveys, studies and plans to identify the redevelopment area. As provided by HRS 53-6, the Redevelopment Plan is submitted to the County Planning Commission and County Council for their approval.

B. Power to Undertake Urban Renewal Projects

The MRA has the power to undertake and carry out redevelopment projects (HRS, Sections 53-6, 53-1[9], 53-9, 53-13). Redevelopment includes the development, redesign, clearance, reconstruction or rehabilitation of a redevelopment area. It includes the providing of residential, commercial, industrial, public, or other structures or spaces pursuant to HRS, Section 53-1(9). The MRA is also empowered to grade, drain and construct streets and to install necessary utilities such as sewers, and water (HRS Section 53-13).

C. Power to Acquire Property

The MRA has the power to acquire lands by purchase, exchange or by eminent domain (HRS, Section 53-8). This includes the power to acquire lands from private persons, from public utilities and from the County. With the approval of the Governor, the MRA may purchase, lease, accept or exchange lands with State government.

D. Power to Make and Execute Contracts for Professional Services

In carrying out its duties, the MRA may enter into contracts with service providers (HRS, Sections 53-5[1], 53-5 [5]).

E. Power to Adopt, Amend, and Repeal Rules

Pursuant to HRS, Subsection 53-5(2), the MRA has the power to make, amend and repeal rules and regulations to carry out the purpose of HRS, Chapter 53. The administrative rules must be adopted pursuant to the provisions of HRS Chapter 91, the Hawaii Administrative Procedure Act. Under HRS Chapter 91, the MRA would be authorized to make rules, which are defined as “statements of general or particular applicability and future effect that implements, interprets, or prescribes law or policy, or describes the

the organization, procedure, or practice requirements” of the Agency.

F. Power to Appoint a Manager and Deputy Manager

Pursuant to HRS, Subsection 53-5(3), the MRA may hire a manager to administer the affairs of the agency, subject to the discretion and approval of the agency. The manager, subject to the approval of the agency, may hire any employees needed to conduct the agency’s business.

G. Power to Borrow, Issue Bonds and Invest

The MRA has the power to borrow, accept advances, lands, grants, contributions and any other form of financial assistance from the Federal government, the State or County government, or from any other public or private source (HRS, Section 53-15). The MRA is also authorized to issue bonds for any of its corporate purposes (HRS, Section 53-16).

Criteria for Determining Slum and Blight

Pursuant to HRS, Chapter 53, The Urban Renewal Law, an area may only be designated as a redevelopment area if the Planning Commission within which the area is located has determined that the area is a “blighted area” pursuant to the criteria set forth in HRS, Subsection 53-1(3). The Planning Commission must also determine that redevelopment within the area is necessary to effectuate the public purposes set forth in HRS, Chapter 53. The definition of a “blighted area” as established by HRS, Subsection 53-1(3) is as follows:

An area (including a slum area), whether it is improved or unimproved, in which conditions such as: the dilapidation, deterioration, age, or obsolescence of the buildings or improvements thereon; inadequate ventilation, light, sanitation, or open spaces, or other insanitary or unsafe conditions; high density of population and over-crowding; defective or inadequate street layout; faulty lot layout in relation to size, adequacy,

accessibility, or usefulness; diversity of ownership; tax or special assessment delinquency exceeding the fair value of the land; defective or unusual conditions of title; improper subdivision or obsolete platting; existence of conditions which endanger life or property by fire or other causes; or any combination of these factors or conditions predominate, thus making the area an economic or social liability, or conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, or crime, or otherwise detrimental to the public health, safety, morals, and welfare.

*Hawaii Revised Statutes (HRS)
§53-1(3)
Urban Renewal Law*

***Types of
Proposed
Redevelopment
Actions***

Based on the MRA's existing powers, this Redevelopment Plan proposes the following types of redevelopment actions to carry out the adopted goals, objectives and actions specified in this Plan:

- A. Adoption of this Plan as the Wailuku Redevelopment Area Plan;
- B. Hire an Executive Director to manage agency affairs;
- C. Adoption of a small town development code for the Wailuku Redevelopment Area;
- D. Code enforcement of substandard structures in the Redevelopment Area;
- E. Redevelopment, rehabilitation and / or clearance of substandard structures;
- F. Establishment of an improvement financing district, parking assessment fees, economic development, market development and bond issues to finance revitalization projects;

- G. Coordination and assistance in the provision of needed public infrastructure improvements (water, sewer, parking, drainage, street, etc.);
- H. Historic preservation; and
- I. Design review.

***Redevelopment
Plan Procedures***

The following procedures will be followed in carrying out this Plan:

A. Adoption of this Plan

The Redevelopment Plan has been adopted by resolution as the MRA Redevelopment Plan to satisfy the original County mandate. The 1973 Vineyard Urban Renewal Plan has been replaced by this Plan pursuant to County Council resolution.

B. Maintenance and Implementation of this Plan

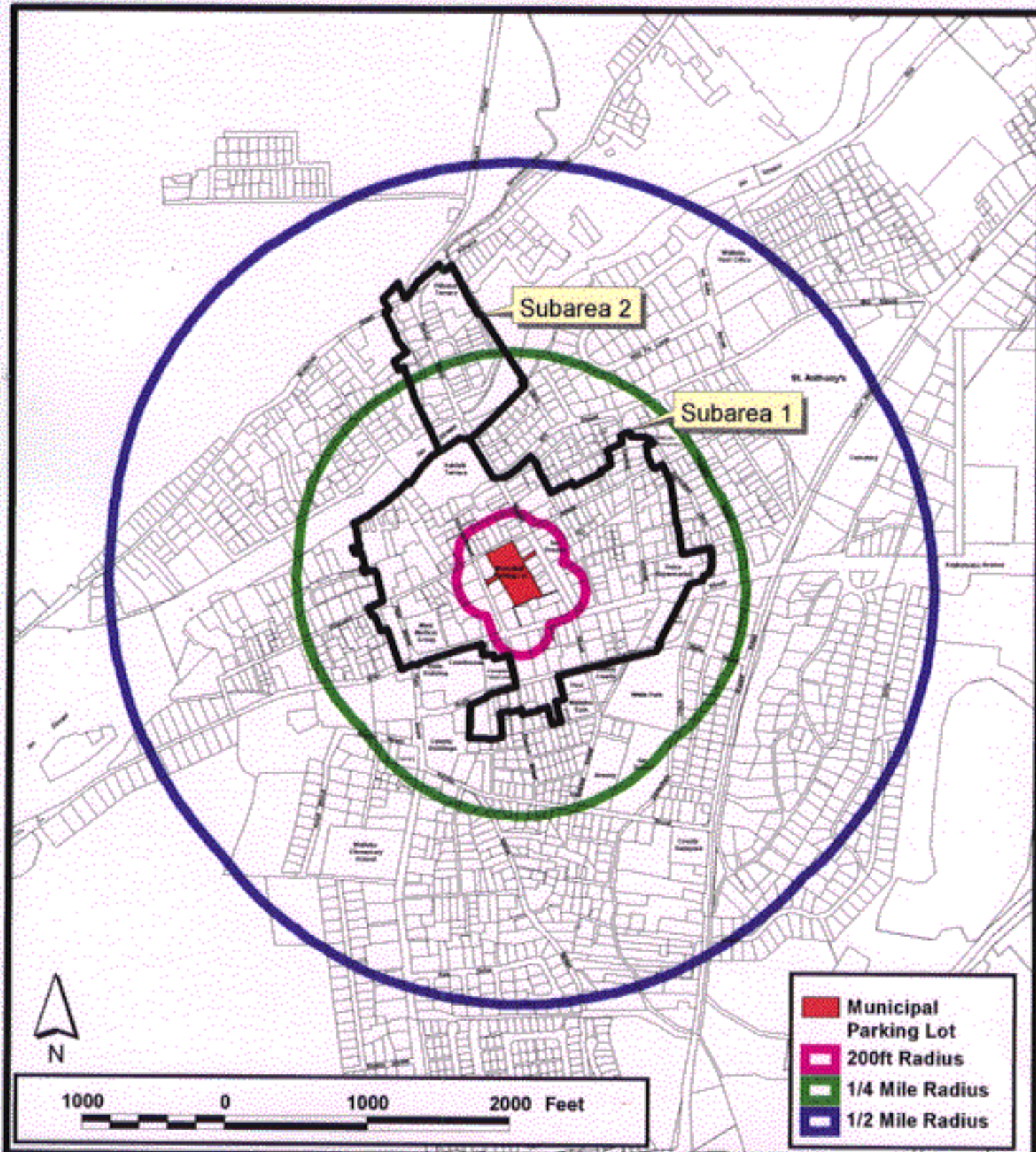
The implementation of the Redevelopment Plan will remain the general responsibility of the MRA. The implementation of specific proposals rest with the MRA and other State and County agencies. MRA's efforts where it has no direct responsibilities is to encourage and coordinate the efforts of these other agencies.

C. Plan Approval Process

Projects within the Wailuku Redevelopment Area shall be approved by the MRA for conformance with this Plan, as specified in rules. As a further criteria for project approval, the MRA shall adopt rules as it requires, including but not limited to urban design rules, zoning and building standards.

D. Provisions for Amending Plan

The Plan or any part thereof may be revised, amended or modified by the Agency at any time after its initial adoption and approval by the County Council. However, where the proposed revision, amendment or modification requires or involves a basic material or substantial change in the Plan, the Agency will secure formal approval of such revisions or amendments by following the same approval procedures set forth in Chapter 53, HRS. If any revision, amendment or modification does not involve a major material change in the Plan, the Agency may revise, amend or modify the Plan or any part thereof.



Wailuku Redevelopment Area Concentric Zone Analysis